



## Early Journal Content on JSTOR, Free to Anyone in the World

This article is one of nearly 500,000 scholarly works digitized and made freely available to everyone in the world by JSTOR.

Known as the Early Journal Content, this set of works include research articles, news, letters, and other writings published in more than 200 of the oldest leading academic journals. The works date from the mid-seventeenth to the early twentieth centuries.

We encourage people to read and share the Early Journal Content openly and to tell others that this resource exists. People may post this content online or redistribute in any way for non-commercial purposes.

Read more about Early Journal Content at <http://about.jstor.org/participate-jstor/individuals/early-journal-content>.

JSTOR is a digital library of academic journals, books, and primary source objects. JSTOR helps people discover, use, and build upon a wide range of content through a powerful research and teaching platform, and preserves this content for future generations. JSTOR is part of ITHAKA, a not-for-profit organization that also includes Ithaka S+R and Portico. For more information about JSTOR, please contact [support@jstor.org](mailto:support@jstor.org).

things essential to health and efficiency, combined with liberty in "luxuries," is probably what we shall have to come to; but Mr. Woolf has thrown little light on the solution of the staggering problems of detail which swarm into view when we consider carrying out the suggestion.

Perhaps the most serious criticism, and one cutting most deeply into fundamentals, is the author's much emphasized assumption that the sole legitimate aim of economic life is the consumption of goods, that as a starting-point all industrial productive activity must be recognized as an evil, though a necessary one. Our older economics ran in terms of human needs; latterly we are making more use of the term "wants" instead; it is time to face the fact that even this concept is too much "ontologized." We really know very little about human motives, and still oversimplify them disastrously in nearly all discussion. Some criticism of the existing order amounts virtually to contending that a game is unfair if anybody comes out ahead. Real human *needs* have in a sense a first place in our thinking; but not only is it impossible to tell definitely what these are, but however defined, their place in the problem of social organization is after all a relatively small one. The larger problem is to arrange things so that people will find their lives interesting and will grow into such personalities that they can respect themselves, admire others and enjoy their society, appreciate thought and beauty, and in general look upon creation and call it good. Question may be raised as to just how much will be contributed to this end by giving the worker any new sort of suffrage (in addition to that which he already has as a voter and free chooser of his own work and expenditure of its proceeds) for the control of industry.

The book is very well written indeed, and makes interesting and stimulating reading. It is unfortunate that it seemed necessary to print it in such small type. It has a good index, and is a useful source of information in regard to the British co-operative movement, outside of its missionary appeal.

FRANK H. KNIGHT

UNIVERSITY OF IOWA

---

*Employment Psychology: The Application of Scientific Methods to the Selection, Training, and Grading of Employees.* By HENRY C. LINK, PH.D. New York: Macmillan, 1919. Pp. 435.

By virtue of his connection as psychologist with the Winchester Repeating Arms Company, the author enjoyed unusual opportunity

to investigate and demonstrate the feasibility of psychological methods in industry, and he writes this book as a record of his findings.

In Part I he describes a number of tests that have been useful in selecting workers of various sorts: assemblers, office clerks, stenographers, comptometrists, tool-makers. He discusses the technique of giving, scoring, and evaluating tests, and frankly exposes their limitations and possibilities in vocational psychology. It is gratifying to observe that the author used, as far as possible, tests that had been already developed and refined in the psychological laboratory, holding to the doctrine that the need is not for more tests, but for the establishment of the significance of tests in terms of correlative practical achievement. In circumstances requiring deviations from this rule Dr. Link devised several ingenious tests, among which is an improved form of the Bogardus fatigue machine. A novel departure that may mark a significant step in the scientific study of factory operations is his portable laboratory.

In Part II the author treats another group of problems less closely related to psychological tests. He discusses trade tests, with numerous examples; job analysis; the vestibule school; and presents prophylactics against the fallacies of the observational method of selecting employees. This breadth of topics shows that the author recognizes the place of psychological methods in the entire scheme of employment; that he does not hold to the obsolete conception of the field of employment as limited to the mere act of hiring and rejecting applicants. The training of new employees, keeping accurate records of their activities, transferring them when advisable, devising methods of promotion, are all phases of the employment problem. Fitness for an occupation is a blend of innate ability and training. The latter can be supplied by the employing firm. Consequently much stress should be laid upon the educative operations of the firm. The author opines in his final chapter—a somewhat philosophical dissertation entitled, “Employment Psychology, Labor and Industry”—that “the higher the education, the lower the turnover.”

Part III contains the author's views upon the retention of employees and the scientific methods of measuring and recording their productiveness. Records consisting of objective measures of productiveness and subjective estimates by overseers should be a permanent part of the employment department.

The concluding section, Part IV, consists of a collation of plans for personnel work. And to show that the author is not prejudiced

toward any single device, he submits a "Practical Combination of Employment Methods." It is "practical," too, for it recognizes the antipathy commonly directed against scientific studies in industry, curiously enough, on the part of both employer and employee. The fault with the former is that he fails to grasp the real point of scientific procedure. The author ascribes this to the obsessing power of the "dramatic instance." "'That may be true,' one hears an individual say after an experiment or a follow-up covering fifty or a hundred applicants has just been explained to him with the correlations which were found and the high percentage of agreement between the verdicts of the tests and those of the foremen or those obtained from actual production figures, 'but there is Miss——. Now I know her and her work very well. She has been with the company for five years and during that time has given perfect satisfaction in the place where she works; and yet, according to your tests, she would not be considered good for the work she is at.'" Such criticism is typical of the power which isolated and personally known cases have over the minds of certain individuals—one of the greatest obstacles that the pioneering psychologist has to overcome.

The employee, too, is traditionally suspicious of scientific investigation in his domain, seeing in it only an effort to exploit him. Both these individuals were evidently placated by the author. For he apparently demonstrated the value of his methods to the employers, and tactfully created a *rapport* between himself and the workers to such an extent that "the men were genuinely pleased to feel that their work was important enough to merit careful study." The attitude of the employee is further treated in a chapter that should be read by every employer: "The Applicant's Point of View."

If there is one word upon which professional psychologist and industrial layman will unite on characterizing the book, it is sanity. The former will see behind it a long period of laborious research; the latter will recognize a determined effort to grasp industrial problems in their actual setting and to develop practical methods of handling them. To both these men the author proves his contention that psychological methods are the most valuable means of selecting fit applicants for positions, and that the methods he advocates are sound and sensible. Besides serving as the pattern for much of the employment psychologizing that is to come, the book will help executives (the higher, the better); will constitute a handy manual (indeed, a textbook) for employment managers; will be a valuable source book for university courses in

personnel work; and will inform interestingly and reliably those who want to know how much there is, anyway, to all this talk about psychology.

A critical statistician might point to some of the data for which few cases were measured. But the author acknowledges this discrepancy in ways that show him to be fully aware of the limitations of pioneer psychologizing. One might also raise the brows over the frequent reference to 0.50 or 0.60 as a "rather high index" of correlation, without further qualification or confirmation. One would like to have seen the evaluation of tests used in groups, demonstrated by means of partial correlations. Another lately developed device was neglected in the failure to use the Pearson formula (*Biometrika* 1907) for finding the point of reference or standard of satisfactoriness.

A psychologist-reviewer, however, is inclined to be lenient and laudatory toward a work carried out so skilfully and conscientiously as this of Dr. Link's. Anyone who has faced the problems of employment psychology knows what disheartening obstacles abound, and inclines toward sympathetic appreciation of a colleague who, though fully cognizant of the difficulties and misunderstandings that attach to scientific pioneering, is still intrepid enough to search for facts and methods and lay them freely before a critical world.

HARRY DEXTER KITSON

INDIANA UNIVERSITY

---

*The Redemption of the Disabled.* By GARRARD HARRIS. New York: D. Appleton & Co., 1919. Pp. xxvi+318.

To the large number of students of the problems of rehabilitation of the disabled, whether injured in war or in the pursuits of peace, this book will be welcome indeed. The author has almost a clear field. Few books have been written on the subject, and the generous production of periodical articles and monographs serves rather to confuse than to enlighten the reader who seeks to learn what principles have been developed and how these principles are being put into practice. Douglas McMurtrie, director of the Red Cross Institute for Crippled and Disabled Men, in his *The Disabled Soldier* (New York: The Macmillan Company, 1919) aims to present for the general reader the theory and practice of vocational rehabilitation, and covers much the same ground as chapters iv to xiii of the present treatise with regard to the schemes of all the belligerents for the rehabilitation of their disabled men. As